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INTRODUCTION OF THE PROGRAM OF HIGH POTENTIAL STAFF
DEVELOPMENT IN THE ENERGOSTAL COMPANY,
YEKATERINBURG, RUSSIAN FEDERATION

Магистерская диссертация

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АННОТАЦИЯ

Тема: Внедрение программы развития потенциала сотрудников в компании по торговле металлом в сфере малого бизнеса г.Екатеринбурга, РФ

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Магистерская диссертация состоит из введения, трех глав, заключения, списка литературы, приложений.

В теоретической части представлены основные понятия, эволюция понятия, характеристики, факторы, природа и отношения с другими переменными.

В практической части анализируются общие характеристики исследуемой компании и персонала, анализ работы по выявлению работников с высоким потенциалом, а также эмоционального выгорания.

На основе полученных результатов были даны рекомендации по разработке и внедрению в деятельность компании программы развития потенциала и снижения эмоционального выгорания сотрудников.

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1. THEORETICAL FRAMEWORK

1.1 The High Potential Concept

High potential it's a new word that has been implemented in some companies in recent years. These term is usually applying in some enterprises which are looking for the progress of the company with their employees. One of the concepts has been define "*as someone who is characterized by a fast rate of lateral movement through various roles in the firm, a carefully monitored career, and an elite but usually secret status. As future leaders of their firms, HIPOs move quickly into new positions, receive special coaching and mentoring, and are expected to deliver superior performance*". (Burke L, 1997 p.18)

Another definition of HIPO which has relation with the first, is mentioned by some authors who says that "*(1)They advance and change roles faster than their peers;(2) their careers are carefully monitored and managed (especially during the later stages of development) by senior line executives, human resource professionals and management review committee;(5) HIPOs are healthy and dedicated, and the company can count on their stamina and their willingness to make the necessary personal sacrifices to continue in their fast-paced career paths*".(Derr, Jones, Toomey, 1988 p. 275)

Although there isn't a general definition for the HIPO, I consider that every organization has to define their own concept. This concept has to be according to the values, objectives and strategies which belong to the organization; I think that HiPot is a process in which the organization identify, recognize and develop one or more employees with specific skills and competences which make them different to their peers. This process begins since the recruitment and it continuous with the assessment and evaluation of the behavior that the company expects from the

employee during the course in this. It is important to mention that not all employees can be high potential, but it depends from the company to motivate whose can be.

1.2 The value of High Potentials

The arrival of new generations such as the “z”, millennials and the close departure of baby boomers generates a sense of urgency in companies on identifying, developing, retaining and rewarding their best people. This process is complicated to put into practice for the majority of the enterprises, because it requires many time, money and patient invest that not many companies can afford. Nevertheless, investing in a high potential program provides greater benefits and profits to the company (Aon Hewitt, 2013, p.1).

The recruitment process is the first step to correctly choose a potential employee, the human resources department is responsible for developing this employee monitoring the process of development of this. The importance of including one or more managers who are in charge of the long and precise development process of a potential employee, is transcendental to achieve the success cases.

The cornerstone to an organization's growth it's the implementation of a high potential strategy, this step allows the company to be competitive and prepare for various situations that arise in the future. Unfortunately, a study conducted by the AMA Enterprise, found that most organizations does not have a high potential program, and some do not even know what that strategy consist of (Kelly K, 2013).

Another of the advantages of having a high potential program in the company is that it can increase the perception of fairness and impartiality within organization, this help to reduce the turnover and the drop out. It also allows the company to generate a bank of possible successors who will be prepared to assume a certain

position in case of the resignation of one of the most valuable links within the company.

1.3 Key Competencies for High Potentials

All companies can create and develop a high potential program, but not all employees can be one member of this program. In my opinion is easier to define a program than find people who fit in the role of the program. The competences that an employee should contain are very specific and easy to detect for a company who knows what are looking for.

Authors as Dr. André A. de Waal (2010) and Dann Adams (2011), mention specific characteristics for those special futures high potential managers:

- Great ability to adapt to changes
- Has a long-term orientation
- The management processes are integrated and the strategy, structure, processes and people are aligning at the organization
- Constantly improving capabilities
- High Intelligence
- Leadership ability
- Good interpersonal skills

1.4 Best Practices

High Potential programs do not guarantee success in companies. Since the culture and administration is different in each place, which indicates that what worked for one company, may not the other. That is why I consider each company should formulate its own program based on the objective it wants to achieve. There are so many enterprises that carry out succession programs, each with different

processes and dimensions, but all meet the same goal that is to develop future managers.

There are many common “best practices” that enterprises perform as a high potential assessment. We can notice it when companies have the results of assessments, because the results can be useful for make decisions and development. Some other enterprises prefer to use the past and current behavior of their employees as an indicator of potential. Some other decide to create their own program taking into consideration their own culture, values, and goals.(Church A, Rotolo C, Ginther N, Levine R. 2015 p. 39)

PepsiCo's *Blue Print* Model

PepsiCo design the **Blue Print Model** thanks to the 80 surveyed organizations. In those surveys they identify three assessment dimensions which are divide in personality & cognitive skills, learning ability & motivation, leadership & functional capabilities. These three dimensions are define and put in practice in their organizations (Hwang, J, & Rauen, 2015)

Aon Hewitt's to Assessing High Potential Model

This company through many years of study identify that the best practice for development in high potential is divided in 5 dimensions. The first one and the most important has to be alignment with the organizational strategy, 2) then defining the methods which help to the assessment, 3) flexible time and balancing, 4) designing a cost-effective assessment process, 5) and finally promotes ongoing development. (Aon Hewitt, 2013 p.8)

MEMC'S Program

This company use the job profile information and the requirements of the competences which a manager have for reach knowledge. The program is divided

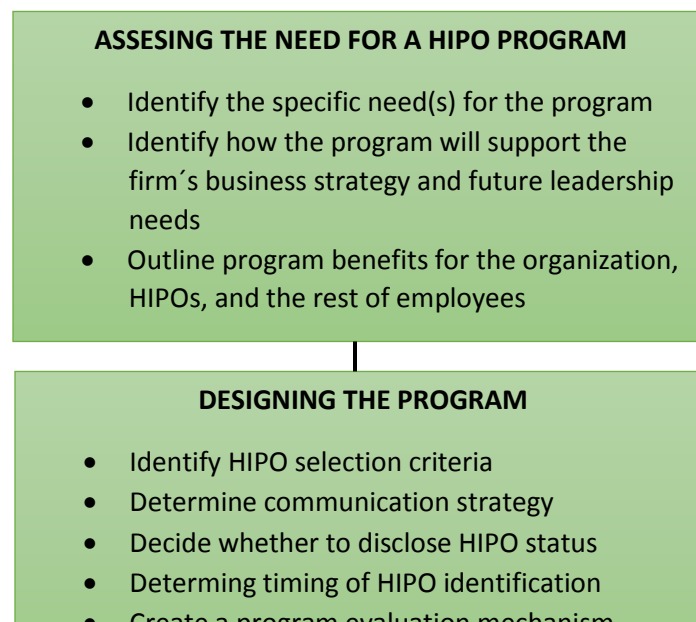
into 6 modules and combine coaching & planning, theory & practice, group exercise & discussion, participant's evaluation & reporting, experimental activities & simulation learning and on the job cases and projects. These modules encourage the role definition. (Hwang, J, & Rauen, P. 2015 p.3)

CLH Company

The company of Logistics and Hydrocarbons (CLH S.A.) has more than 85 years of experience in energetic sector. In 2012 they design a succession plan for the steering committee spots based on the performance evaluation system each year. Having successions plans let them attract talent people not just to fill the vacancy, but to cover career paths(Carazo Muriel, José Antonio,2015, p.34)

1.5 Models of High Potential

The models help companies to know how develop high potential employees, but I consider that first each company has to have in clear what they are expecting about the program which they will create or implement, and having clear the direction it is easier to obtain the expecting results. The aim of a high potential program is identifying and developing talent in base of the vision of the company about the leadership, because this high potential is a future manager in consequence a leader. The author Lisa A. Bruke present a model which is based in three steps: (1) needs assessment, (2) design, and (3) management of a HIPO program.



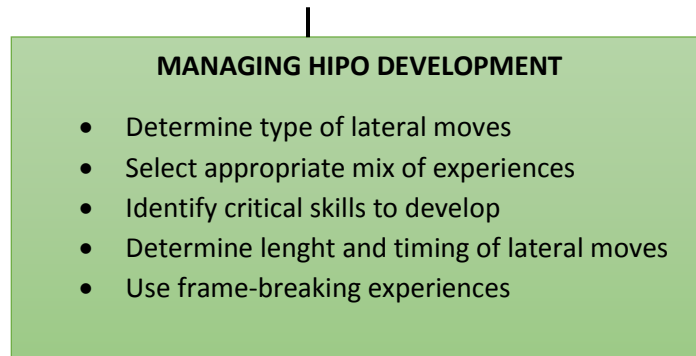


Figure 1. Bruke L. (1997) Developing high-potential employees in the new business reality.

This author mention that the first step for the creation of a HIPO program is to be clear about the expectations of the program, company must know what is expected of it and have in clear why they decided to create a program. The second step is the design of the program; Burke include five elements in this process 1) Identifying the criteria for HIPO selection, 2) Determining a communication strategy, 3) deciding whether to disclose HIPO status, 4) determining the timing of HIPO identification, and 5) creating a program evaluation mechanism.

Another model is called ***Leadership Potential Blueprint***, which was developed by the Dr. Allan Church, PepsiCo's Senior Vice President. This model identifies and develop HighPot in organizations. This outlines three blocks, the first one it is the "Foundational" which involve inherit characteristics of a person like personality and cognitive abilities. "Growth" dimension it's about the capability which an employee has to learn and motivate itself and their peers; finally, the "Career" dimension that form the basis of how employees developed their leadership capability

throughout their careers. Performance and Cultural fit also play important roles in employees with long term career trajectories.

Figure 2. Church A. (2016) Leading Talent Management into the future.

The High Potential Integrated Road Model is a cycle framework which integrates the systems that comprise an effective high potential talent. It contains four

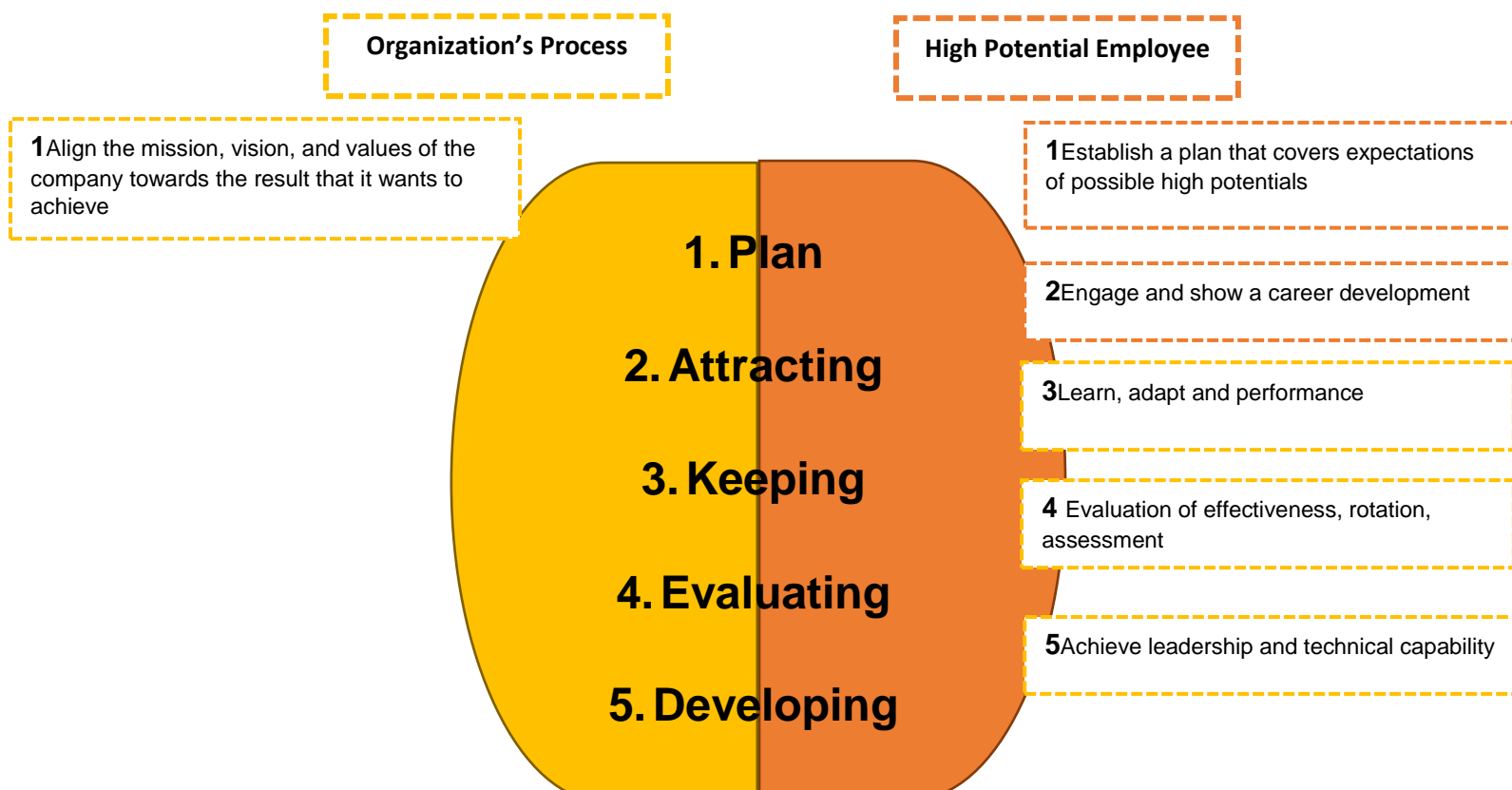


elements that make sense to

Figure 3. PDI Ninth House (2013) Building High Potential Leaders: An integrated Road Map.

ensure the organization with leadership and talent.

We can notice that these models have many differences between them, because they were created for different needs and likes. As I wrote before, companies have the aim to create a program that best suits to their needs, nevertheless I propose a global model taking the best of each model cited and adapting it to the general needs of any company of universal nature



1.6 How to manage the process of development

2 Define the key competences needed for each possible High Potential

3 Training, motivate and create a business strategy

4 Determine the assessment needed

5 Cover the expected results

To identify a high potential employee is probably the most difficult task of the company. *“Managers must generally communicate, utilize multiple methods of assessment and compare the results with known criteria that are associated with a specific leadership level. The results of these assessments provide guidelines for training and mentoring a high potential to take on greater leadership responsibilities and build strengths”* (Henkel S, 2013 p.6). Each company is in

charge to establish diverse strategies which help them to identify a possible HIPO, the strategy that they chose depends of the interest, characteristic, angle of research or personal views of each company.

“Talent-savvy organizations realize the significant value of their high potentials. They know that getting the right people, with the right capabilities, in the right places, is crucial to the health and growth of the company” (Aon Hewitt, 2013 p. 1). In nowadays, the implementation of high potential program in companies is a must that all competitive business has to have. Is the process in which the company select and develop their futures leaders and managers. The process has to be as accurate and assertive as possible. It is important to mention that each company has their own process of development, and this depend about the necessities and resources that the organization has.

As the author Dann Adams (2011) mention, the first step to *define* a high potential talent is that the organization create their own concept of HIPO in order to discover exactly what are they looking for. The second step is using a model of identification, this model includes the essence of individual skills; These means that

the cognitive ability and personal approaches has to be outstanding “*general cognitive ability and personality characteristics. These innate dimensions need to be present and identified before making a serious investment in an individual as a high potential talent*” (Adams, D. 2011 P. 8)

1.7 Technologies

The measure of the high potential system is an important factor which helps us to determine the success of the tool most effectively. Although there are many kinds of instruments, each of them fits in specific situations.

360-Degree Feedback

This is one of the most common tools for companies to understand individual's strengths and weaknesses from the standpoint of his boss, peers, and direct reports. The time of this evaluation is periodic and it depends on the strategy of the organization, but most commonly it is every six months until one year (Adams, D. 2011).

9 box grid

The 9-box grid is a table with nine blocks in which the employee is assessed on performance and potential. This table can differentiate employees with high performance but low potential, and those who score high in both performance and potential. This tool is effective when a company wants to assess the future value of an employee, it is helpful for succession management.

POTENTIAL	High	Needs Coaching	High Potential	Rock Star
	Medium	Questionable Fit	Core Employee	Star on the Rise
	Low	Questionable	Blocker	Needs Development
		Low	Medium	High

1.8 The Burnout Concept

Gil-Monte and Peiró (2009) indicate that burnout or "burn-by-work syndrome" is a response to chronic work stress that generates negative feelings towards colleagues and the same work role. According to these authors, there are two perspectives with which the concept, the clinical and the psychosocial are studied; the clinic identifies it as a state in which emotional and mental physical fatigue intervenes that creates demotivation. The psychosocial, defines it as a process of adaptation to situations of work stress. The variables are considered influential in the manifestation of the syndrome, these are considered as social, organizational, personal relationships and characteristics of the individual.

The occupational burnout syndrome according to Maslach and Jackson (1981), is characterized by depersonalization (negative feelings towards people with whom one works), emotional exhaustion and low personal fulfillment at work. Several authors such as Gil-Monte and Peiró (2009), consider that the people most likely to develop the syndrome are those whose work involves direct contact with people, for example nurses, doctors, teachers and policemen to name a few.

Currently there are several instruments that allow us to identify if you suffer from this syndrome; we can find the model of "Maslach Burnout Inventory" that is made up of 22 confirmatory items that allows to identify the respondent with feelings and attitudes of occupational wear. The Meier Burnout Assessment (MBA) with a scale of 27 items of true or false format, or the one that we will use in this study that is EMEDO (Mexican Scale of Occupational Wear).

1.9 Work and stress

Work is a fundamental part of our lives, because "it is not only a source of material wealth, but also spiritual, because it is a very important part of the sense that individuals assign to their own lives" (Rocha p.56). On the other hand, work is also considered one of the main sources of stress and illness, it encompasses both objective and subjective reality, because the factors that influence its meaning are created by what each person attributes to it. Throughout history, work has acquired different meanings, since it is a striking and fruitful topic. Various psychologists, philosophers and sociologists seek to synthesize it based on the diverse connotations of it.

"The work also implies a mobilization of the psychic and mental resources of the worker, because to generate the good or the service requires its motivation or involvement, both at the individual and collective level" (Neffa, 2015, p.19). Highlighting the positive character in terms of the impact that work generates on people, it can be highlighted that it generates status and social prestige, the fact of belonging to an organization creates a personal identity because without a job many people come to feel lost and aimless fixed in life; it provides an economic function that, in addition to helping to acquire what is necessary to survive, allows to generate independence and greater control in life; structure the time since based on this, important events of life are organized and planned, work regulates holiday times, rest days, family gatherings, and so on.

It also allows us to discover personal skills and abilities, when the entrusted activities are carried out, intelligence, creativity and innovation are provided by the person, who progressively develops and refines these skills to finally create a positive personal experience. However, it can be dysfunctional, when all the skills and abilities are suppressed when performing the work in a repetitive, dehumanizing, monotonous way that suppresses the autonomy of the person who performs it.

"Work stress is a complicated process that involves aspects that promote in the worker the idea or belief of not being up to the daily work circumstances, so he feels anxious, tense, frustrated and angry, this causes low performance, conflicts and sometimes, illnesses and accidents "(Gutiérrez, Ángeles, 2012, p.66). Stress is conceived from a constructive point of view called *esustés* (positive stress), since it allows to encourage and motivate people reaching high levels of performance; there are those who require a dose of stress to float their response capacities and positively meet the challenges and challenges that are presented. This type of stress is considered a positive response to threatening events.

On the other hand, is the dysfunctional stress called *distress*, has a negative connotation that influences psychological, physiological, emotional and behavioral deviations that interrupt the optimal and healthy functioning of the individual. This type of dysfunctional stress causes illnesses and feelings of dissatisfaction that cause low motivation, apathy, exhaustion and other sensations that cause adverse consequences both in the personal and in the workplace.

1.10 Wellbeing labor

The work environment is one of the main influences to determine an optimal or dysfunctional organizational climate. As mentioned by Peiró, Prieto and Roe (1996), is part of an elementary aspect in the work because it is the way in which the person interacts with the social environment that surrounds him, is perceived in a subjective way by the workers, and its importance lies in the influence it has on the collective and individual behavior of the members of the organization.

Within the work environment micro and macro realities are contemplated, the micro include the conditions of the workplace such as noise, vibrations, temperature, lighting and humidity that intervene at the time of work (Neffa, 1988) as well as the the very nature of the position and the organization of work, the conditions of

development of the work career, the sources of stress, the person-position adjustment, the organizational characteristics, the structure and design of collective work units; These conditions have a strong influence on the worker's physical and mental well-being. "The permanent or stable nature of the job or, on the contrary, its temporary nature, precarious, unstable, insecure or seasonal, is part of the working conditions and has direct or indirect repercussions not only on the other risk factors present in the environment of work and working conditions, but also on the general conditions of life "(Neffa, 1988, p.86).

On the macro side, the economic-labor conditions of a given country intervene, availability of employment, competitiveness, the structure of occupations and the labor market. These factors act on the person and the situation, determining in a positive or negative way their performance and the way they perceive their work. "Situations related to the intensity and rhythm of work (simple jobs, of short and repetitive cycles, with high rates and remuneration according to performance) or with the duration and configuration of working time (rotating shift work, overtime) with over time, they cause upheavals "(Neffa, 2015, page 38) Working conditions derive more and more from greater cognitive and emotional demands. The days of intense work, the remunerations and the unfair contracts affect that the health and well-being of the people generating a wear and tear.

2. ANALYSES OF ACTIVITY WITH HIGH POTENTIAL AND BURNOUT STATUS OF STAFF IN A METALLURGICAL COMPANY ENERGOSTAL IN YEKATERINBURG

2.1 Company Background

The enterprise Energostal it's located in the city of Yekaterinburg, Sverdlovskaya oblast', Russia Federation; consisting of a series of offices and a warehouse located a few kilometers away from these. It was created on November 9 of 2010 as a family company that has been in the market for 8 years. This enterprise offers products and services for the manufacturers as well as metallurgic industry and has a diverse number of steels, shipping black, stainless steel and non-ferrous metal.

Some of their services are the design, metal fabrication and the creation of manufacturer of any part of a metal structure and complexity. They offer a wide category of steel grades and sizes as bearing, high-alloy steels, carbon structural quality, bearing, heat-resistant, spring, common quality of carbon, increased strength, alloyed tool and much more.

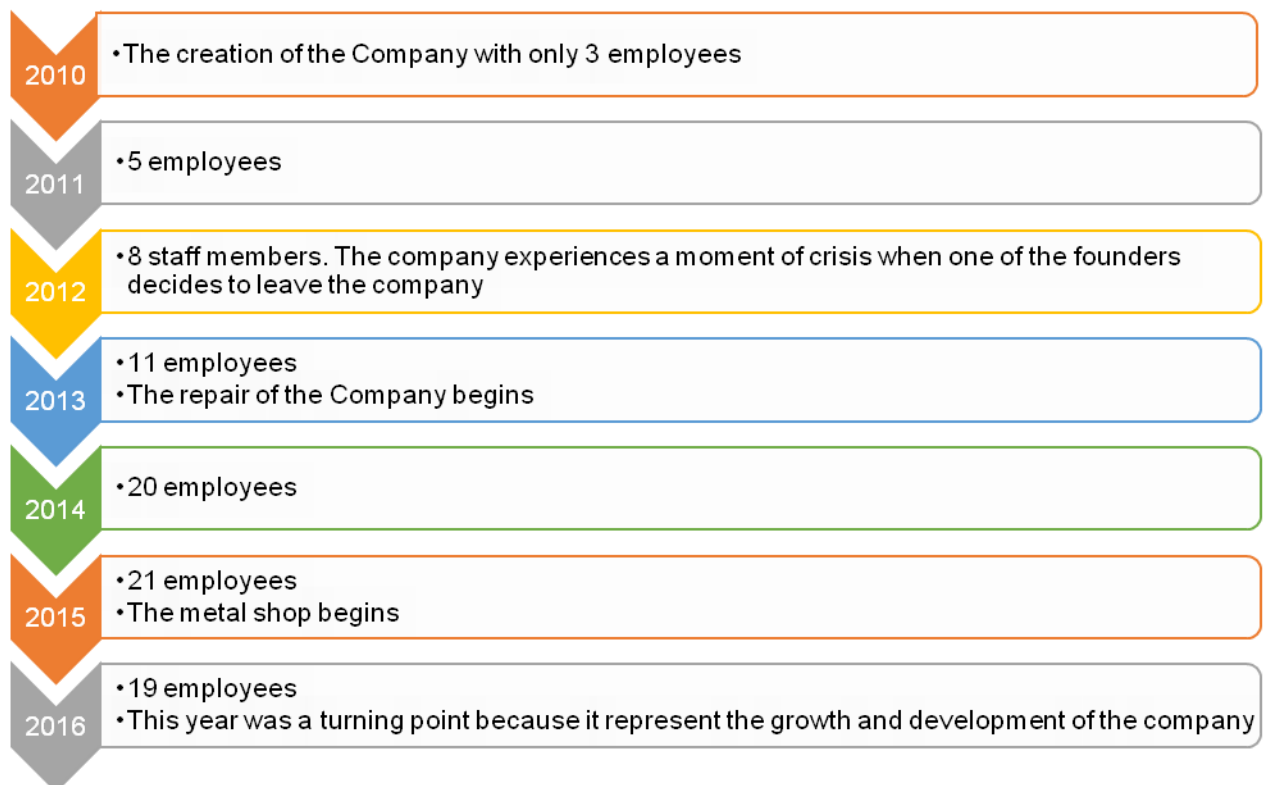
About their metal products, they have a wide range with the best quality to satisfy its customers such as expanded metal, hexagon, angles, strip, armature, electric welding, hot rolled, corrugated, wire, pipe, cold rolled, wire rod, channel bent, circle, beams, stainless steel and different more types.

The principal aim of this company is the maximum satisfaction of their customers, thanks to the reputation of a reliable supplier of metal products and services since 2015 they have more than ten thousand customers throughout profitability, expansion of market position, improve performance, and increase the

capacity of the Organization to update products and technologies, the improvement of human resources.”

The competitive advantages of Energostal are:

- Modern warehouses with rail access roads
 - Variety of products
 - Variety of services as the manufacture of metal structures of different complexity and purpose and high technology equipment
 - Interaction and benchmarking with major Russian metallurgical plants
 - Effectiveness and efficiency regarding the sales process
 - Price flexibility in favor of customers and volume
 - Their deliveries were made by means of train or truck that guarantee the good transfer of the products or services
 - Pre-assembly orders are retained in warehouses
- About the history of it, is important to spotlight the



next time line:

▪

2.2 Characteristics and organizational structure of the company

The Mission:

“To provide enterprises with high-quality rolled metal products and a high level of services. The company is focused on building long-term and mutually beneficial relations with customers”(Energostal, Company 2010).

The Policy:

“Based on the constant expansion of the range of products. This allows to identify high-margin groups of products, the promotion and sale of which brings the company additional profit. Therefore, we can always offer our customers high-quality rolled metal products and a wide range of services at reasonable prices, thus ensuring a comfortable cooperation environment”(Energostal, Company 2010).

The Goal:

“As of any other commercial enterprise, is the extraction of profits, as well as the expansion of the product matrix and the services provided. To achieve this goal, EnergoStal constantly increases the professional level of its employees, improves the quality of customer service and studies customer demand in order to meet the needs of our customers”(Energostal, Company 2010).

Some of the positive characteristics that identify Energostal are:

- The experience that supports them in the products and services they have for sale
- The good relationship they have with their suppliers generates discounts on the purchase of products
- The fast delivery
- The loyalty of the majority of its employees
- Permanent partners
- Being a small family business, is easy for workers to have a more direct communication with the owners to express concerns
- There are resources to verify counterparty on the "decency" through a security service that gives the possibility of excluding cooperation with dishonest suppliers, which means the client can be confident to the company.
- More than 5 years in the market

Some of the negative characteristics of Energostal are:

- Does not have a robust financial system in terms of returning funds from customers with delays
- Few paid in capital
- The lack of different suppliers in the market with enough variety of metal products
- It is a relatively new company in a difference from others that are in the market, in terms of experience
- Number of employees: 34
- 16 male / 18 female
- Ages 23-1, 24-2, 26-1, 27-1, 29-2, 31-4, 32-4, 33-3, 34-2, 35-2, 39-1 person, 41-1person (not included: drivers, accountants, lawyers, etc.)

- Academic level higher education - 19 people, secondary special - 6 (not included: drivers, accountants, lawyers, etc.)

The process of recruitment and training

- Stage 1: search for resumes on relevant sites;
- Stage 2: conducting an interview + questioning;
- Stage 3: three-day internship: short course of study, practice, certification;
- Stage 4: probation period from 1 to 2 months; more in-depth training on topics, attestation for each topic;
- 5 stage: official employment based on the results of work;
- Stage 6: setting up a plan for the margin, assisting the manager in executing it, supporting all stages of transactions;
- 7th stage: weekly participation in internal trainings;
- Stage 8: quarterly certification.

The promotion process

- The employee on work with clients
- Opportunity to express yourself and combine additional functionality (head of sales department + combining the functions of an advertising specialist, a client manager + a specialist in working with tenders, a client manager + a regular trainer, etc.)
- Assistant to the head
- Head of Sales Department
- Deputy Director

Stimulation and motivation

- Percentage system of labor payment (% of sales + salary part for managers on work with clients, gradation percentage payment system for heads of sales

departments, depending on indicators on profit from sales of the whole department);

- Monthly bonus for various criteria (change periodically). A sample of monthly motivation is in the attachment "General motivation for March 2018". Winner: premium + privileges.
- Weekly motivation within the departments for selected managers, with a summary of results at the end of the week and promotion in the form of bonuses. The bonus system is in development. The winner is a privilege.
- Quarterly assignment to managers of category A, B and C + premiums, privileges and responsibilities. Sample in attachment Order No. 97.18 on new conditions for assigning categories A, B and C from March 1, 2018.
- Annual awarding of diplomas to the best employees of the company based on the results of work (managers and the best manager).
- The best employee of the month and quarter receive statuette "Best of the best" and "Company star." The cup is on the employee's desk.

Elaboration by myself, the information is based on the EnergoStal Company

- * The client can be confident in the Company
- * Availability of service: feedback for customers, questionnaires for customers, electronic service on every stage of the transaction
- * Presence of a technical metalworking specialist in the Company staff
- * Presence of manufactory and own Company's production with the possibility of providing metalworking services
- * Presence of assets (property, equipment, premises, etc.) on the balance sheet of the company
- * Large authorized capital (about 500,000 rubles)
- * An opportunity to offer a bank guarantee

- * Lack of a unified supplier base. Due to this - long search for the purchase of rare items
- * Discipline lack, lack of stuff punctuality

SWOT Analyze

- * No limits in goods store assortment, the possibility of cooperation with all suppliers
- * Lack of a reliable metalworking contractor in Ekaterinburg market with a wide range of services, the niche is not occupied
- * The absence on the market of large suppliers with a wide range of metal products and a wide range of services

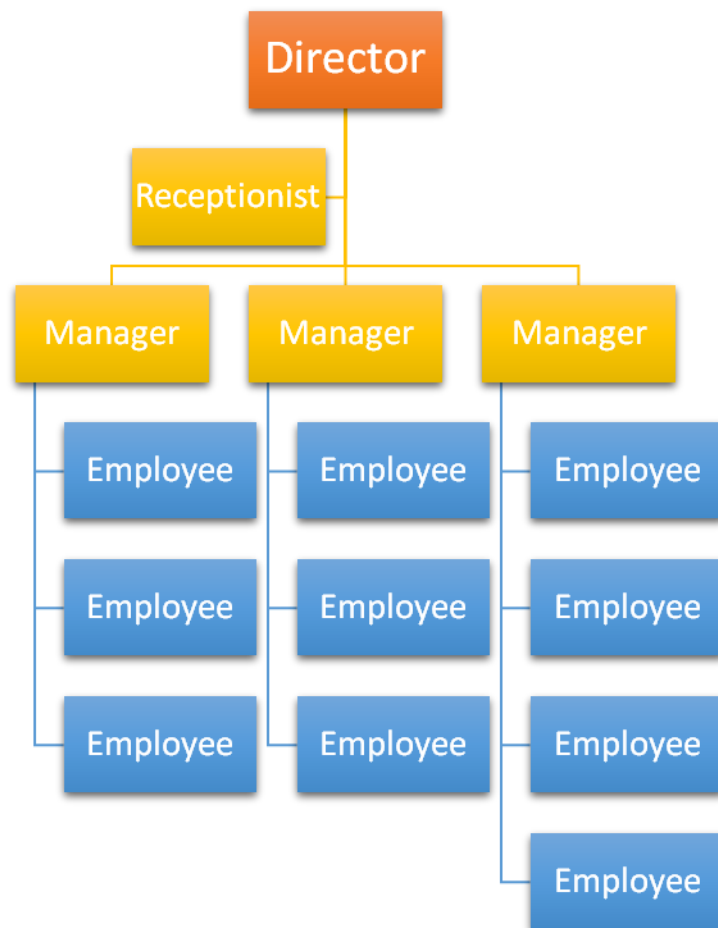
- * High competition in the market of rolled metal: prices, assortment, service.
- * The lack of Company's own wide range of metal products in storage puts Company in direct dependence on the major suppliers of rolled metal products with its own warehouse.
- * Some suppliers have "fighting with traders" policy, which means giving high prices for metal products for Company.
- * Noncompetitiveness with suppliers in some items (high prices) and in the possibility of giving the clients different payment types
- * Small presence in other regions (advertising, promotion) - in the process of development
- * lack of working capital
- * not good logistics (feedback from customers - long time of delivery)

Elaboration by myself, the information is based on the EnergoStal Company

STRENGTHS

WEAK SIDES

2.3 Organizational Structure of the Company



Source of the Energostal Company

2.4 Evaluation of High Potential Program and burnout status of staff in the company

2.4.1 Methodology

According to the purpose of the research that is the implementation of a development program for High Potential employees that helps to counteract burnout and improve the working environment. A mixed, quantitative and qualitative methodology was used; since this approach seeks to achieve a broader perspective to obtain results in a more accurate and reliable way.

For the first part, the company was informed about the study that was going to be carried out and the organizational and individual benefits that would be obtained thanks to it. That is why the owners agreed to open the doors of their company to carry out this study.

Afterwards, the complete questionnaire of 107 items was applied individually and electronically in the workplace of the people surveyed. The application time fluctuated between 60 to 70 minutes per employee, the questions varied between open and multiple choice depending on the instrument used. For the electronic step, the application "google form" was used and sent by email the league to answer the survey. Subsequently, the capture was carried out in excel, as well as the corresponding analyzes.

The first part consists of the sociodemographic data of the participants, the questionnaire was applied to 11 employees of the company Energostal. The 90% were female and 10% male, the average age was 31 to 35 years old. The 63% reported being married, 18% reported being single while 9% divorced, those who were married had an average of 7.8 years of relation. The 36% of the employees have university studies while 64% have a master's degree, within this 64% are the 3 main managers.

The 72% reported having one child, within this 72% the 60% have an age range of 3 to 6 years old and 40% have 6 to 10 years old; while the other 28% said not having children. The employees have an average of 3 years working for the Energostal company, and the whole sample has had an average of more than 2 jobs in different companies before Energostal.

Table 1. Sociodemographic

Gender	Man	10%	The age of your children's?	<u> </u>	100%			
	Women	90%		<u> </u>				
Age	18-20			<u> </u>				
	21-25	18%		<u> </u>				
	26-30	18%		<u> </u>				
	31-35	64%		<u> </u>				
	36-40			<u> </u>				
	41-50		<u> </u>					
	> 50		What is the name of your career?					
Marital Status	Single	18%	For how long have you been worked for this company?					
	Married	63%						
	Divorced	9%						
How long have you been with your wife/houseband?			How many jobs did you change before joining this company?	<u> </u>	27%			
				<u> </u>		18%		
				<u> </u>			36%	
				<u> </u>				19%
				<u> </u>				
Level of education?								
Do you have children's?			How long have you been in your actual position?					
yes 72% no 28%								
If yes, how many?	1	72%						
	<u> </u>							
	<u> </u>							
	<u> </u>							
	<u> </u>							

Source: Self made

2.3.1.1 Instruments

For the research we choose some important methods which can help to analyze and characterize situation in the company according the topic. Among them:

Qualitative method: Work with High Potential Employees/Managers

Quantitative method: The questionnaire of General Labor Well-Being: Structure and Psychometric Properties by Josep M. Blanch, Miguel Sahagún, Leonor Cantera and Genís Cervantes of the Autonomous University of Barcelona and the Confirmatory Study of the Mexican scale of occupational Burnout (EMEDO): A Burnout instrument for Mexicans of Uribe Prado.

Method of Gamification: interactive business game

Below are the characteristics of each instrument used for the present investigation according to the quantitative phase in which they were applied. For the first part, two different questionnaires were carried out, one for employees and another for managers. This first part aims to know the opinion of both (employees and managers) regarding the disposition and knowledge they have regarding the high potential process. This questionnaire has 23 questions for employees and 18 for managers; these questions were created by the author of this thesis and the coordinator of the master's program in Human Resources of the Ural Federal University.

The survey for employee's main objective is to know the general knowledge about the concept of high potential that employees have as well as the degree of acceptance that the program would have and what they are willing to do to become a potential employee.

Survey for employees

Instruction: please answer the following questions as honestly as possible.

Your answers will be processed anonymously in the interests of the Company and with a view to improve it

1. What is the "high potential of an employee" in your understanding? Indicate all possible aspects

A) _____

- B) _____
C) _____

2. Do you think that your Company has high-potential employees who are able for self-development to improve the Company?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

3. Do you think that that you are that high potential employee, who is able for self-development?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

4. If "yes", what potential do you have as an employee from your point of view? Indicate all possible options.

- A) _____
B) _____
C) _____

5. In your opinion, as an employee, can you completely fulfill all your potential in your position?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

6. If «yes», what kind of potential do you fulfill completely? Mark all the items.

- A) _____
B) _____
C) _____

7. If «No», which of your potentials are not fulfilled yet? Mark all the items.

- A) _____
B) _____
C) _____

8. If your potential is partially realized, indicate this potential

- A) _____
B) _____
C) _____

9. Do you consider as an employee that the Company indicates your potential fairly?

- A) Yes
B) No
C) Difficult to answer

D) Your answer

10. If "yes", how does the company manage your potential? Mark all options

- A) _____
B) _____
C) _____

11. If "no", what reasons does the company refuse to use your potential? Mark all the options.

- A) _____
B) _____
C) _____

12. How does your manager currently determining your potential?

- A) Intuitively, relying on his feelings
B) With the help of some known indicators
C) Each employee is evaluated in different ways, because all people are different
D) Manager does not evaluate, because he does not know how to do it correctly
E) Difficult to answer
F) Your answer

13. Do you know which criteria your manager evaluates your potential?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

14. If "yes", then indicate all the criteria of evaluation.

- A) _____
B) _____
C) _____

15. Do you know, as an employee, does your manager use special HR-metrics (quantitative and qualitative indicators) to evaluate your potential according to the selected criteria?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

16. If "yes", what HR-metrics does your manager use to evaluate your potential (indicate all)?

- A) _____
B) _____
C) _____

17. In your opinion, are you ready to become a high potential employee?

- A) Yes
B) No
C) Difficult to answer
D) Your answer

18. Would you like your company to help you realize your potential?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

19. If "yes", mark 5 advantages personally for you as an employee of implementing the high potential development program.

- A) _____
- B) _____
- C) _____
- D) _____
- E) _____

20. If "yes", mark 5 disadvantages personally for you as an employee of implementing the high potential development program

- A) _____
- B) _____
- C) _____

21. Is understanding of the employee's "high potential" connected to the Competence Model of your position?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

22. Do you think that evaluating your potential as an employee will affect the organizational environment / improvement / productivity of the Company in whole?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

23. If you have any questions or comments on the subject of this questionnaire, please give your opinion here.

The survey for managers like the employees, seeks to know the general positioning of managers with the general concept of high potential as well as the strategies that currently have to measure and some employees to whom they consider are possible potentials to develop.

Survey for Managers

*Instruction: please answer the following questions as honestly as possible.
Your answers will be processed anonymously in the interests of the Company and with a view to*

improving it

1. What is the "high potential of an employee" in your understanding? Indicate all possible aspects.

- A) _____
- B) _____
- C) _____

2. Do you as a manager think that there are high-potential employees in your Company that are capable of self-development in order to develop the Company?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

3. Do you think as a leader that the Company needs to identify employees with high potential?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

4. If "yes", how do you think, why do you need to identify employees with high potential (indicate all possible answers)?

- A) To use them to improve the Company's profitability
- B) To increase the Company's attractiveness in the labor market
- B) To enable these employees to self-realize for the development of the Company
- D) Such employees create a situation of internal competition, when other employees also become better
- D) Your answer

5. If "no", then why (indicate all possible answers)?

- A) Such employees are naughty and choosy, they are difficult to manage to improve the Company's profitability
- B) The Company may be "notorious" in the labor market
- C) Such employees work only for the benefit of themselves, and not for the benefit of the Company
- D) Such employees create "unhealthy competition" in the Company, which leads to organizational conflicts
- E) Your answer

6. How are you currently identifying employees with high potential as a leader?

- A) Intuitively, relying on my feelings
- B) With the help of some known indicators
- C) I evaluate each employee in different ways, because all people are different
- D) I do not appreciate it, because I do not know how it is done correctly
- D) Difficult to answer
- E) Your answer

7. Does your company have a system of criteria for assessing the potential of employees?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

8. If "yes", then indicate all the criteria for evaluation.

- A) _____
- B) _____

C) _____

9. Do you use as a leader special HR-metrics (quantitative and qualitative indicators) to assess the potential of employees in accordance with the selected criteria?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

10. If "yes", what HR-metrics do you use (specify all used)?

- A) _____
- B) _____
- C) _____

11. Do you think that some employees are willing and able to become a high potential employee?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

12. If yes, can you name these employees and why? Explain your choice briefly.

- A) _____
- B) _____
- C) _____

13. Do you think that your Company needs to implement a development program for employees with high potential?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

14. If "yes", what are the 5 advantages of implementing a high-potential development program in your Company?

- A) _____
- B) _____
- C) _____

15. If "no", then name 5 disadvantages of high-potential development program implementation in your Company

- A) _____
- B) _____
- C) _____

16. Is the understanding of the employee's "high potential" connected to the Competence Model of his position?

- A) Yes
- B) No
- C) Difficult to answer
- D) Your answer

17. Do you think that evaluation of employee's potential will affect the organizational environment / improvement / productivity of the Company in whole?

- A) Yes
- B) No
- C) Difficult to answer

D) Your answer

18. If you have any questions, opinions or opinions on the subject of this questionnaire, please give your opinion here.

Quantitative method: General Labor Well-Being

The first quantitative instrument is the questionnaire of General Labor Well-Being: Structure and Psychometric Properties by Josep M. Blanch, Miguel Sahagún, Leonor Cantera and Genís Cervantes of the Autonomous University of Barcelona. The questionnaire measures two main dimensions and in turn these are made up of by six scales; the first dimension is psychosocial well-being that includes affections, competencies and expectations; and the second one measures collateral effects, conformed by somatization, burnout and alienation. The first dimension is made up of 42 items, while the second dimension has 13 items, giving a total of 55 items.

Psychosocial Welfare Factor Scale of Affects								
<i>Instructions: Surround the chosen number</i>								
Actually, in my work, I feel:								
Unsatisfied	1	2	3	4	5	6	7	Satisfaction
Insecurity	1	2	3	4	5	6	7	Security
Restlessness	1	2	3	4	5	6	7	Stlessness
Powerless	1	2	3	4	5	6	7	Werless
Discomfort	1	2	3	4	5	6	7	Scomfort
Distrust	1	2	3	4	5	6	7	Trust
Uncertainty	1	2	3	4	5	6	7	Certainty
Confusion	1	2	3	4	5	6	7	Clarity
Despair	1	2	3	4	5	6	7	Hope
Difficulty	1	2	3	4	5	6	7	Easy
Skills Scale								
<i>Instructions: Surround the chosen number</i>								
Actually, in my work, I feel:								
Insensible	1	2	3	4	5	6	7	Sensible
Irrationality	1	2	3	4	5	6	7	Rationality
Incompetence	1	2	3	4	5	6	7	Competence
Immorality	1	2	3	4	5	6	7	Morality

Evil	1	2	3	4	5	6	7	Godness
Failure	1	2	3	4	5	6	7	Success
Inability	1	2	3	4	5	6	7	Capability
Pessimism	1	2	3	4	5	6	7	Optimism
Inefficiency	1	2	3	4	5	6	7	Effectiveness
Inutility	1	2	3	4	5	6	7	Utility
Expectations Scale								
<i>Instructions: Surround the chosen number</i>								
Going Down	1	2	3	4	5	6	7	Growing
In my professional trajectory								
My motivation for the job	1	2	3	4	5	6	7	
My identification with the values of the company	1	2	3	4	5	6	7	
My professional performance	1	2	3	4	5	6	7	
My ability to manage my workload	1	2	3	4	5	6	7	
The quality of my working conditions	1	2	3	4	5	6	7	
My professional self-esteem	1	2	3	4	5	6	7	
Cordiality in my social work environment	1	2	3	4	5	6	7	
The reconciliation of my work with my private life	1	2	3	4	5	6	7	
My confidence in my professional future	1	2	3	4	5	6	7	
My quality of work life	1	2	3	4	5	6	7	
The meaning of my work	1	2	3	4	5	6	7	
My compliance with management guidelines	1	2	3	4	5	6	7	
My work mood	1	2	3	4	5	6	7	
My job promotion opportunities	1	2	3	4	5	6	7	
My sense of safety at work	1	2	3	4	5	6	7	
My participation in the decisions of the organization	1	2	3	4	5	6	7	
My satisfaction at the job	1	2	3	4	5	6	7	
My professional realization	1	2	3	4	5	6	7	
The level of excellence								

of my organization	1	2	3	4	5	6	7	
My professional efficiency	1	2	3	4	5	6	7	
My commitment to work	1	2	3	4	5	6	7	
My professional skills	1	2	3	4	5	6	7	
Collateral Effects Factor								
<i>Instructions: Surround the chosen number</i>								
Never	1	2	3	4	5	6	7	Always
Actually, because of my work, I feel:								
Digestive disorders	1	2	3	4	5	6	7	
Headache	1	2	3	4	5	6	7	
Insomnia	1	2	3	4	5	6	7	
Back pains	1	2	3	4	5	6	7	
Muscle tensions	1	2	3	4	5	6	7	
Wear Scale								
<i>Instructions: Surround the chosen number</i>								
Never	1	2	3	4	5	6	7	Always
Actually, because of my work, I feel:								
Work overload	1	2	3	4	5	6	7	
Emotional stress	1	2	3	4	5	6	7	
Physical exhaustion	1	2	3	4	5	6	7	
Mental saturation	1	2	3	4	5	6	7	
Alienation Scale								
<i>Instructions: Surround the chosen number</i>								
Never	1	2	3	4	5	6	7	Always
Actually, because of my work, I feel:								
Bad mood	1	2	3	4	5	6	7	
Low professional realization	1	2	3	4	5	6	7	
Nonpersonal treatment	1	2	3	4	5	6	7	
Frustration	1	2	3	4	5	6	7	

The final questionnaire that was used to measure burnout is the Confirmatory Study of the Mexican scale of occupational Burnout (EMEDO): A Burnout instrument for Mexicans of Uribe Prado. This instrument measures three factors of occupational burnout: 1) Depersonalization, 2) achievement dissatisfaction and 3) psychosomatic disorders.

The applied instrument is shown together with the classification of the reagents according to the three dimensions already mentioned. In total there are 30 reagents

divided into 9 reagents for exhaustion, 9 reagents for depersonalization and 12 for dissatisfaction.

<i>Number</i>	<i>Reactive</i>	<i>F1 Exhaustion</i>	<i>F2 Depersonalization</i>	<i>F3 unsatisfied</i>
1	I wake up in the morning with ease and energy to start a new day of work.	X		
2	My body demands more hours of rest, because my work has exhausted me.	X		
3	I have a hard time getting up in the morning to go to work	X		
4	I feel that one of these days my mind will explode from so much pressure at work	X		
5	I feel mental fatigue to the degree of not being able to concentrate on my work	X		
6	My hours of rest are enough to replenish the energy I spend when doing my work	X		
7	I feel that the energy that I occupy in my work, I cannot replace it	X		
8	When I get home from work, all I want is to rest	X		
9	The situations that I face in my work do not cause any tension	X		
10	Providing good treatment to the users of my work is very important for me		X	
11	What I like most about my work is the relationship with its users		X	
12	In my work, they all seem strange to me, so I'm not interested in interacting with them		X	
13	I have a hard time being polite with the users of my work		X	
14	I have verified that the people I give service respect me more if I treat them badly		X	
15	I easily establish communication with the users of my work		X	
16	It makes it easier for me to understand the problems of the users of my work		X	
17	I have verified that the people I give service respect me more if I treat them well		X	
18	Even if a user of my work is discourteous to me, I treat him well		X	

19	Every day I wake up and I think I should look for another job where I can be efficient			X	Method of Gamification: interactive business game
20	I feel that my work performance would be better if I had another type of employment			X	
21	I feel that my skills and knowledge are wasted in my work			X	
22	My work activities have ceased to seem important to me			X	
23	I feel that my work is so monotonous, that I do not like it anymore			X	
24	Although I enhance my work well, I do it by compromise			X	
25	Although I try hard to do my work I cannot feel satisfied with it			X	
26	It's been a long time since I stopped doing my job with passion			X	
27	My work is so uninteresting that it is difficult for me to do it well			X	
28	I'm not happy with my work and that has caused problems with my colleagues			X	
29	In my work I have reached a time when I act only for what they pay me			X	
30	If I found a job that motivated my personal interests, I would not hesitate to leave the current one .			X	

business game

This game consists in describing a problem situation, it is important to define the aim and task of the situation, then the choice of general and sample sets. It has to define the instruments to choose and collect the information that requires the instrument. After this analyses and interpretation, the collective information creating the general conclusions and recommendations for the final report. The game can be aimed to the general set, without any differentiation of staff position or for groups of people who are specially chosen because specific characteristics (Methodological instruction of construction of survey within the sociological research).

The structure of the game its divided in the introduction (10% of volume), main part (80% of volume) and conclusion (10% of volume). The key points of this is

to have in clear the main purpose of survey and the interpretation of the results. The type of questions is “close” with only 3 alternative answers, the open questions are never used except for opinions (Methodological instruction of construction of survey within the sociological research).

2.3.2 Results

This chapter shows in detail the results of the instruments already applied, in order to establish if there is a burnout syndrome in workers and how this affects the process of high potential and work well-being.

On the one hand, the qualitative phase will be shown where the employees showed their opinions regarding the issues involved in the high potential process, as well as the correlation of the quantitative phase that will determine the degree of affectation in which they are found.

2.3.2.1 Qualitative phase

For the qualitative phase, two different questionnaires were developed, one aimed at managers and the other at employees, the objective of these questionnaires is to know the knowledge and perception that each group has regarding the high potential process and to understand the expectations and acceptances that will be obtained once to be carried out. Below are the responses obtained to the initial categories of employees.

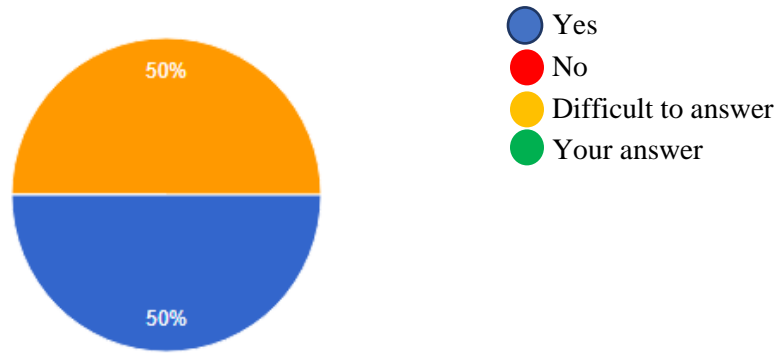
Table X. Questions about the perception and knowledge of the High Potential Process

Questions for employees
What is "high employee potential" in Your understanding?
If your potential is partially realized, indicate this potential
As an employee, do you think that the Company adequately assesses your potential?
If yes, how does the Company manage your potential? Specify all options
If "no", then why does the Company refuse to use your potential? Specify all options.
In the meantime, your manager determines your potential?
Do you know by which criteria your Manager assesses your potential?
If "Yes", then specify all the criteria by which the assessment is carried out

For the question “What is "high employee potential" in Your understanding?” the employees answered:

- 1.- *Aspiration, to develop, to achieve the goal*
- 2.- *An employee who is ready to develop in different directions, not to stand still. Interested in their own development and development of themselves within the company sales growth*
- 3.- *Sales Growth*
- 4.- *Knowledge and skills of a person that can be useful to him in achieving his goal, as well as contribute to the development of the company as a whole (knitting, drawing, modeling, etc.)*
- 5.- *Professionalism, energy, activity, ability to conduct a dialogue with the client, maintaining friendly relations with colleagues, positive thinking*
- 6.- *Know their business, respect others, purposeful*
- 7.- *Initiative, inquisitive, active, knows his business well sociable, purposeful*
- 8.- *Full commitments to the cause, the desire to take the initiative*

For the question “If your potential is partially realized, indicate this potential” only 2 employees answer about experience and professional speech, knowledge of nomenclature. In the question “As an employee, do you think that the Company adequately assesses your potential?” 50% answer yes and 50% answer no.

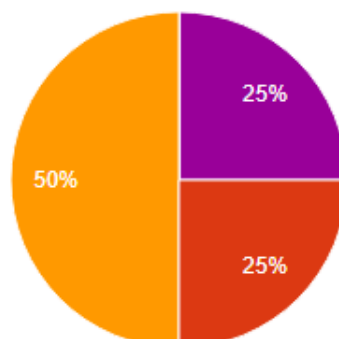


The question “If yes, how does the Company manage your potential? Specify all options” only answer 4 employees and their answers had in common the manager's attitude towards them, that is, the decision-making process and the degree to which they are allowed to participate in these decisions.

- 1.- *Trust, give quests*
- 2.- *Management accepts my ideas and some of them are implemented, our management is always open to almost any initiative*
- 3.- *Teaches, conducts various trainings, sends to exhibitions, holds meetings with suppliers and customers*
- 4.- *Gives the possibility of additional activities, imposes additional responsibility.as a result of additional earnings*

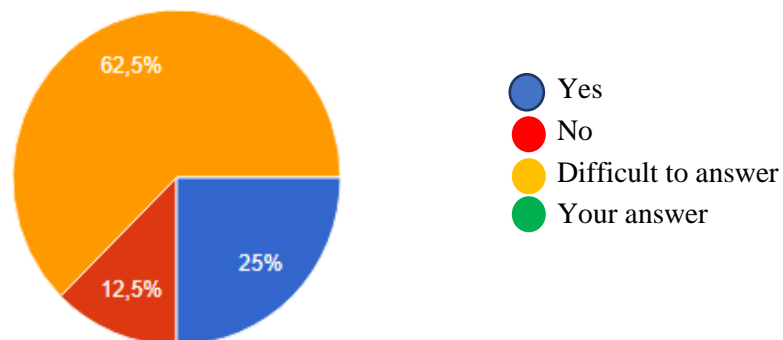
In the question “If "no", then why does the Company refuse to use Your potential? Specify all options” nobody answer; in the question “In the meantime, your manager determines your potential?” 50% of the employees answer “each employee is evaluated differently, because all people are different”; 25% answer that “with the

help of some well-known indicators” and the other 25% “Difficult to answer”.



- Yes
- With the help of some well-known indicators'
- Difficult to answer
- Each employee is evaluated differently, because all people are different

For the question “Do you know by which criteria your Manager assesses your potential?” the 25% answer “yes”, 12.5% answer “no” and 62.5% answer “difficult to answer”.



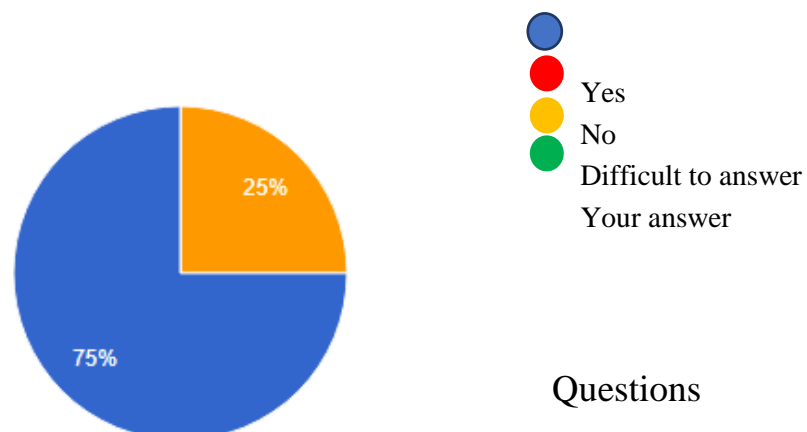
Then the question “If "Yes", then specify all the criteria by which the assessment is carried out” only 2 employees answer that “*Using some well-known indicators*” and “*The number of invoices issued, the number of payments, the number of shipments, the number of meetings held with potential customers, the number of profits per month, per quarter*”

Table X. Questions about Expectations of the high potential program

Questions for employees
If "Yes", what are the 5 benefits of implementing a high-potential development program for you as an employee.
Do you think that assessing your potential as an employee will affect the organizational environment / improvements / performance of the Company as a whole?

For the question “If "Yes", what are the 5 benefits of implementing a high-potential development program for you as an employee” only three employees answer 1) *Diversify the workflow for me personally, so as not to stand still and not "freeze" in the same duty. Developing the potential of other employees will help to implement more new ideas and projects because people will finally become more interested* 2) *Professional growth, self-esteem, increase of efficiency, salary increase, broadening of horizons* 3) *You can develop a new potential which is not even guessed, to improve those that are, try new functionality.*

In the question “Do you think that assessing your potential as an employee will affect the organizational environment / improvements / performance of the Company as a whole?” 75% answer “Yes” and 25% answer “Difficult to answer”.



Tabl
e X.

Questions about

Engagement to the high potential program

Questions for employees

As an employee, do you think that Your Company has high-potential employees who are capable of self-development for the development of the Company?

Do you consider yourself as an employee to be one of the high-potential employees who are capable of self-development in order to develop the Company?

If your potential is partially realized, indicate this potential

As an employee, do you think that the Company adequately assesses your potential?

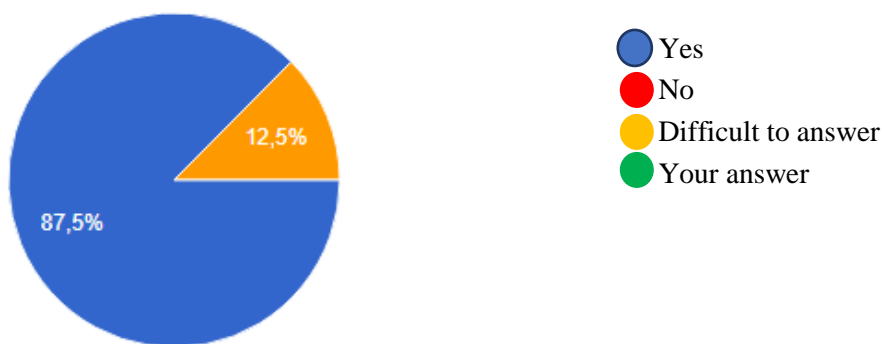
If yes, how does the Company manage your potential? Specify all options.

Do you know as an employee, does Your Manager use special HR-metrics (quantitative and qualitative indicators) to assess your potential in accordance with the selected criteria?

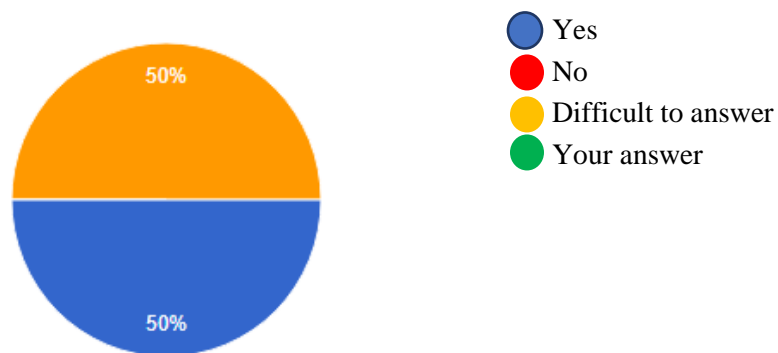
If Yes, what HR metrics does your Manager use to assess your potential (specify all used)?

Is the understanding of the "high potential of the employee" connected with the model of competencies of Your position?

“As an employee, do you think that your Company has high-potential employees who are capable of self-development for the development of the Company? “This question it’s very important because shows the capacity that employees are able to face; the 87.5% answer “Yes” while the 12.5% answer “Difficult to answer”.

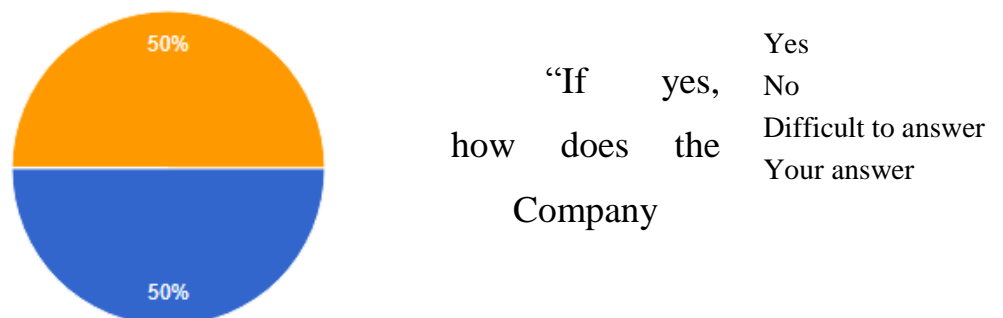


In the question “Do you consider yourself as an employee to be one of the high-potential employees who are capable of self-development in order to develop the Company?” they answer 50% “Yes” and 50% “No”, this show us that the middle of the company believe in their selves as a capable people while the other half does not.



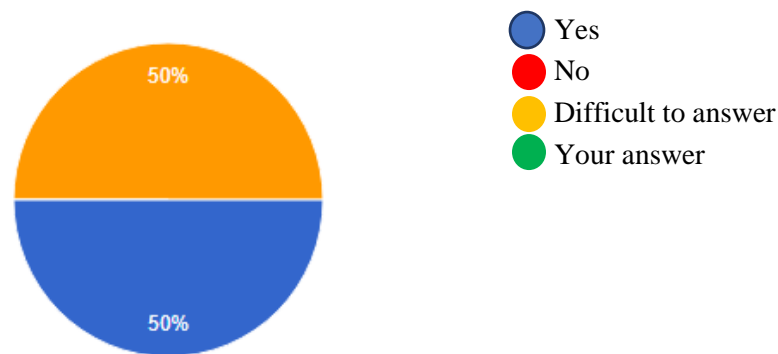
For the question “If your potential is partially realized, indicate this potential” only 2 employees answer: 1) *Experience in their profession*, 2) *Initiative, competent and professional speech, knowledge of the nomenclature*.

“As an employee, do you think that the Company adequately assesses your potential?” 50% of employee answer “Yes” and the other 50% answer “No”.



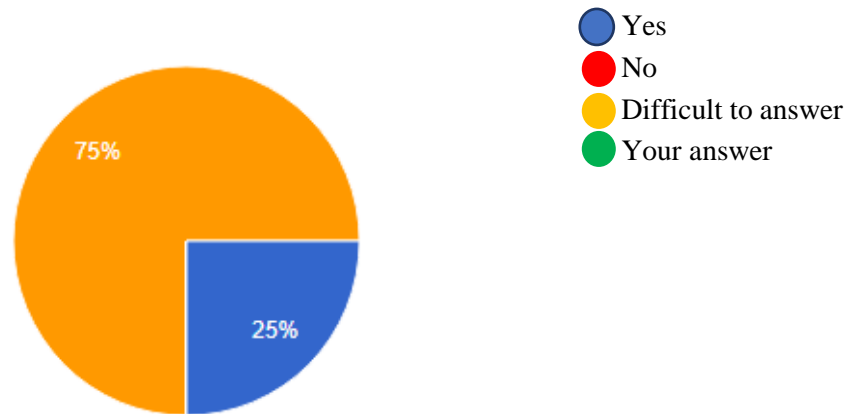
manage your potential? Specify all options” only 4 employees answer the next: 1) *Trust, give quests* 2) *Management accepts my ideas and some of them are implemented, our management is always open to almost any initiative* 3) *Teaches, conducts various trainings, sends to exhibitions, holds meetings with suppliers and customers* 4) *Gives the possibility of additional activities, imposes additional responsibility.as a result of additional earnings.*

Another question“Do you know as an employee, does Your Manager use special HR-metrics (quantitative and qualitative indicators) to assess your potential in accordance with the selected criteria?” 50% of the employees answer “Yes” and the other 50% answer “No”.



“If Yes, what HR metrics does your Manager use to assess your potential (specify all used)?” for that employees their answers were 1) *My metrics*, 2) *Graphics*, 3) *Difficult to answer*, 4) *Comparison Chart*.

And the last question of this category “Is the understanding of the "high potential of the employee" connected with the model of competencies of your position?”, 75% answered “Difficult to answer” and the 25% “Yes”.



In this graphic we can notice that most of the employees known the concept of what is about this topic and the implication that it has. But the 25% does not know what is about and this can difficult the progress of the program.

Table X. Questions about the Responsibilities that employee is willing to carry out

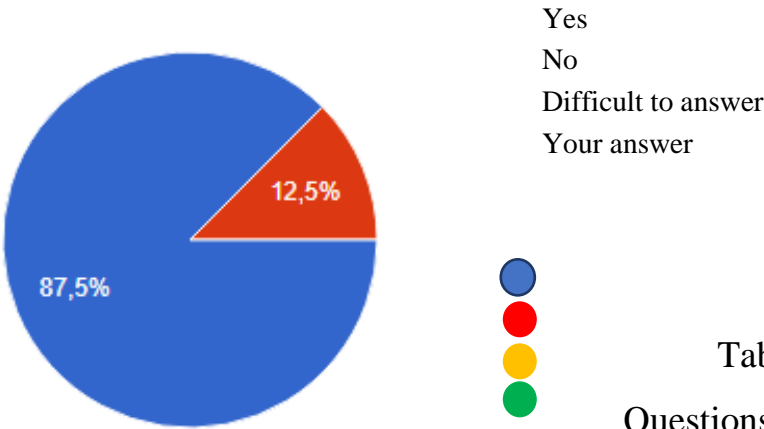
Questions for employees
If "Yes", what potential do you have as an employee from Your point of view? Specify all possible options
If «yes», what kind of potential do you fulfill completely? Mark all the items?
Do you think you are ready for the role of a promising employee with high potential?
Would you like Your Company to help you realize Your potential?

The answers to these questions correspond to the degree to which employees commit to being a potential employee. Starting with the first question “If "Yes", what potential do you have as an employee from your point of view? Specify all possible options”; for this question only 4 employees answer: *1) Commitment, diligence, responsibility, 2) Submit new ideas to improve the company's performance and employee development, 3) Training, ability to do several things at the same time, 4) I respect others, the ability to learn.* The second question “If «yes», what kind of

potential do you fulfill completely? Mark all the items?” newly only 4 employees answer the next: 1) *Diligence, responsibility, commitment*, 2) *Organization of training within the company, implementation of new ideas*, 3) *self-development*, 4) *Ability to learn*.

In the question “Do you think you are ready for the role of a promising employee with high potential?”, 87.5% answered “Yes” and 12.5% answered “No”; and for the final question “Would you like your Company to help you realize your potential?” it’s surprising that only the 62.5% answered “Yes” and the other 37.5% answered “No”. This indicates that although they know what the program is about and the professional benefits they can obtain, they are not interested in participating and

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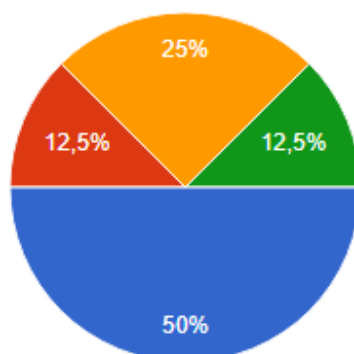


the
compliance about the High Potential Program

Table X.
Questions about
Discomfort or

Questions for employees
Do you think you as an employee will realize your full potential in your workplace in your position?
If «No», which of your potentials are not fulfilled yet? Mark all the items?

In this questions we will identify employee dissatisfaction with the program and the reason for which some of them do not want to participate. For the first question “Do you think you as an employee will realize your full potential in your workplace in your position?”, the 50% answered “Yes”, 12.5% answered “No”, 25% “Difficult to answered”, 12.5% “Don’t Know”.



Yes
No
Difficult to answer
Your answer

In the question “If «No», which of your potentials are not fulfilled yet? Mark all the items?” only 1 employee answered “*I don’t know what, but I feel that I can do more*”.

Subsequently, we have the questionnaire that was applied to the 3 managers of the company, this questionnaire as well as that of the employees, has the objective of knowing the image and perception that we have about the high potential process, as well as the opinion that managers have about the program within their company and apply it to some employees that they consider potential.

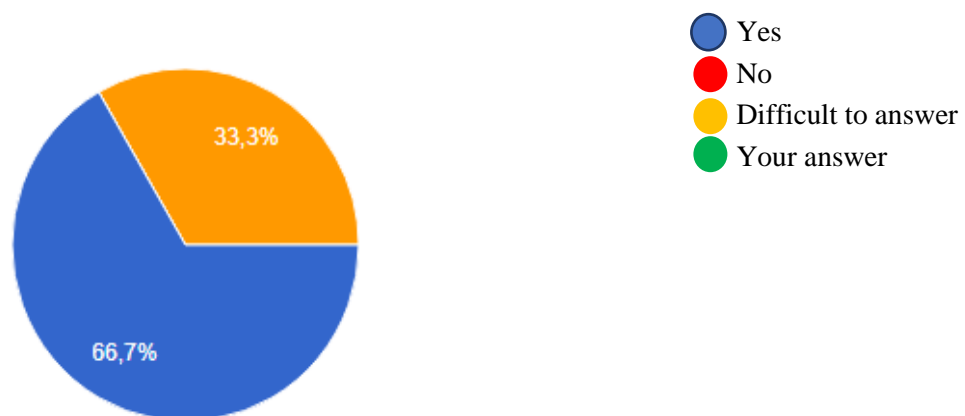
Table X. Questions about the perception and knowledge of the High Potential Process

Questions for Managers
What is "high employee potential" in your understanding? Specify all possible aspects
What do you think is the purpose of identifying high-potential employees (please specify all possible answers)?
Does your Company have a system of criteria for assessing the potential of employees?
If "Yes", then specify all the criteria by which the assessment is carried out
Do you use as a Manager special HR-metrics (quantitative and qualitative indicators) to assess the potential of employees in accordance with the selected criteria?

Is the understanding of the "high potential of the employee" related to the model of his / her position competences?

In this part we will know the perception of the 3 manager's about the program of High Potential, for the first question "What is "high employee potential" in your understanding? Specify all possible aspects" they answered 1) *"A person who knows how to use their skills and use them for the benefit of their development. A person with high efficiency"*, 2) *Focus on result, the desire to grow and develop, Analytical mind, developed communicative qualities, rapid response to conflict (non-standard) issues, high level of compensation, the employee gives the company more than expected (innovation management. proposal= outcome), initiative* 3) *Motivation, professionalism, ability to set goals and achieve them.* For the second question "What do you think is the purpose of identifying high-potential employees?", all the managers answered the same *"To enable these employees to fulfill themselves for the development of the Company"*.

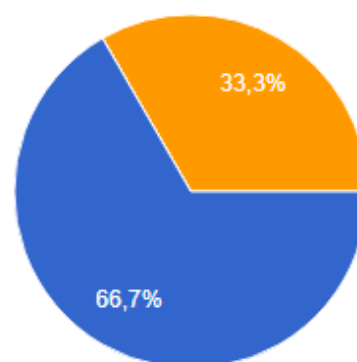
In the question "Does your Company have a system of criteria for assessing the potential of employees?", two of the three managers answered "Yes" and the other choose *"Difficult to answer"*



Only two managers use a system which help them to measure the development of their employees, one of the managers not use any. That is an important information because they are managers and have to use specific instruments for valid the information that they received.

The next one “If Yes, then specify all the criteria by which the assessment is carried out”, for this only two managers answered 1) *Statistics of sales of each Manager, drawing on various indicators of work of employees*, 2) *Competency model and assessment of KPI*.

In order to identify if they use a method in which employees were measured, the following question was asked “Do you use as a Manager special HR-metrics (quantitative and qualitative indicators) to assessthe potential of employees in accordance with the selected criteria?” 2 of them answered “Yes” and the other



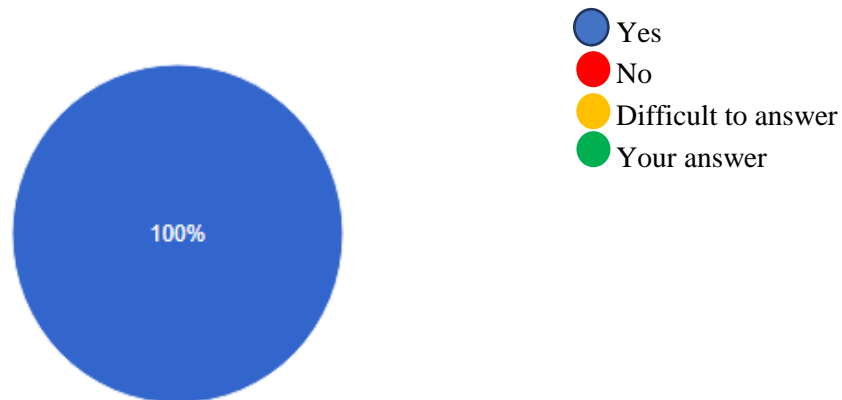
“Difficult to answer”.

About the model of competences “Is the understanding of the high potential of the employee related to the model of his / her position competences?”, in this question the three managers answered “Yes”.

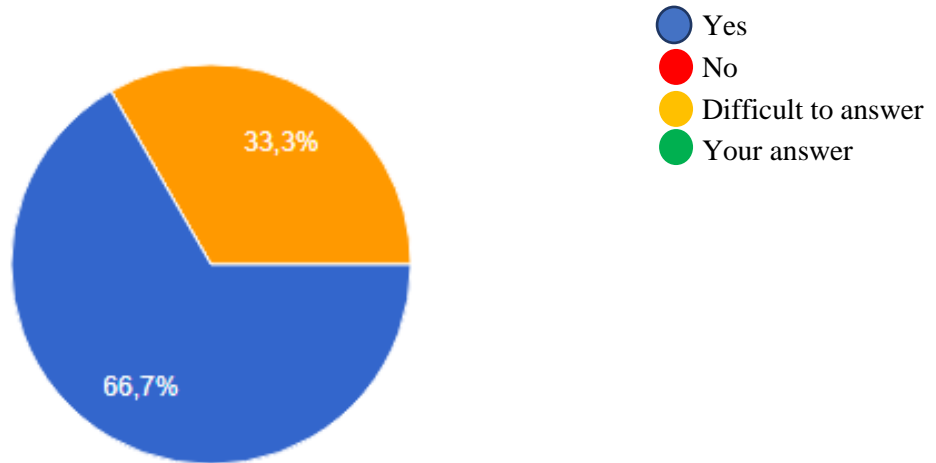
Table X. Questions about Expectations of the high potential program

Questions for Managers
As a Manager, do you think that your Company has high-potential employees who are capable of self-development in order to develop the Company?
Do you think that your Company needs to develop and implement a comprehensive program of development of employees with high potential?
Do you think that an employee's capacity assessment will affect the organizational environment / improvements / performance of the Company as a whole?

This table represent the expectations of the managers according to the program and the relation that they have about it, for the first question “As a Manager, do you think that your Company has high-potential employees who are capable of self-development in order to develop the Company?” in this question the three managers answer “Yes”.



About the acceptance of the program “Do you think that your Company needs to develop and implement a comprehensive program of development of employees with high potential?”, 2 of the 3 respond that “Yes”, while the other “*Difficult to answered*”.



And finally the question “Do you think that an employee's capacity assessment will affect the organizational environment / improvements / performance of the Company as a whole?” in this, the 3 managers answered “Yes”.



Table X. Questions about the commitment of the program

Questions for Managers

Do you think that some employees are ready, willing and able to take on the role of a promising employee with high potential (need to be emphasized)?

For this question, only 2 managers answered “Yes” and one “No”, in most of the questions that are related to the program, it is remarkable that one of the managers does not consider the program to be functional, since in most of the questions he omits the answers and when he answers, they are very general.



2.3.2.2 Quantitative phase

In this chapter we show the results of the two instruments used, this with the purpose of establishing the relationship between the interaction that exists on burnout and labor well-being. Two different questionnaires were applied, the first was “*Questionnaire of General Labor Well-Being: Structure and Psychometric Properties*” produced by Josep M. Blanch, Miguel Sahagún, Leonor Cantera and Genís Cervantes; and the second is “*Burnout Mexican Scale (EMEDO)*” produced by Jesus Felipe Uribe Prado. The first instrument includes three scales of psychosocial well-being (the facets of affect, skills and expectations) and the side effects (somatization, wear and alienation).

The items of the first two scales of the psychosocial well-being were drafted with semantic differential format, 42 items in total, while the other 13 items are

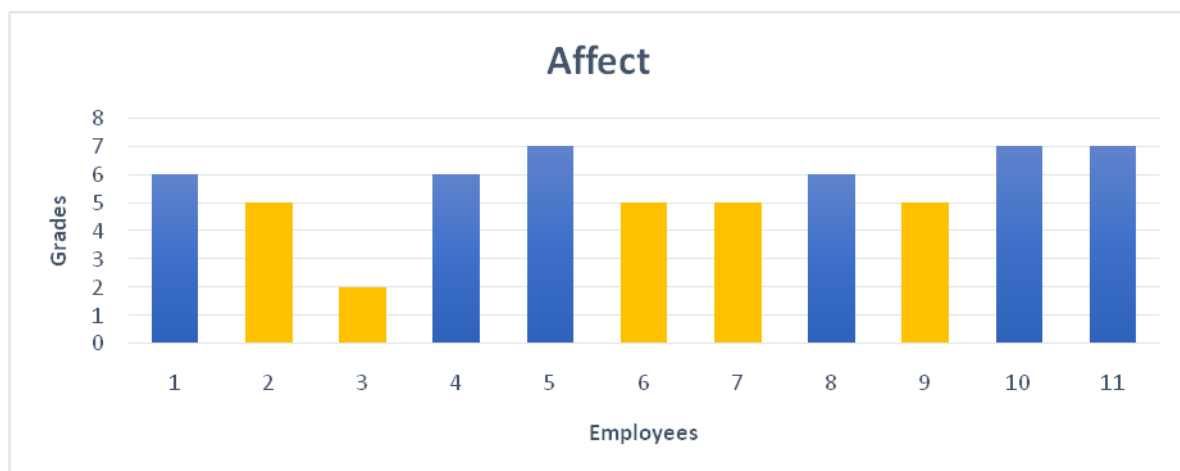
measure by Likert Scale. It is evaluated through the averages obtained by each type of interaction and its directionality.

Table X shows the averages of each dimension thrown by the questionnaire

Table 8. Average of each of the 3 dimensions evaluated by the labor welfare questionnaire

Scales	Factorial Puntuation (Average)
AFFECTS	6
COMPETENCES	5.48
EXPECTATIVE	5.5

For the first scale that refers to affections, the following graph showing the level perceived by the workers, with the highest points the positive affections, and the



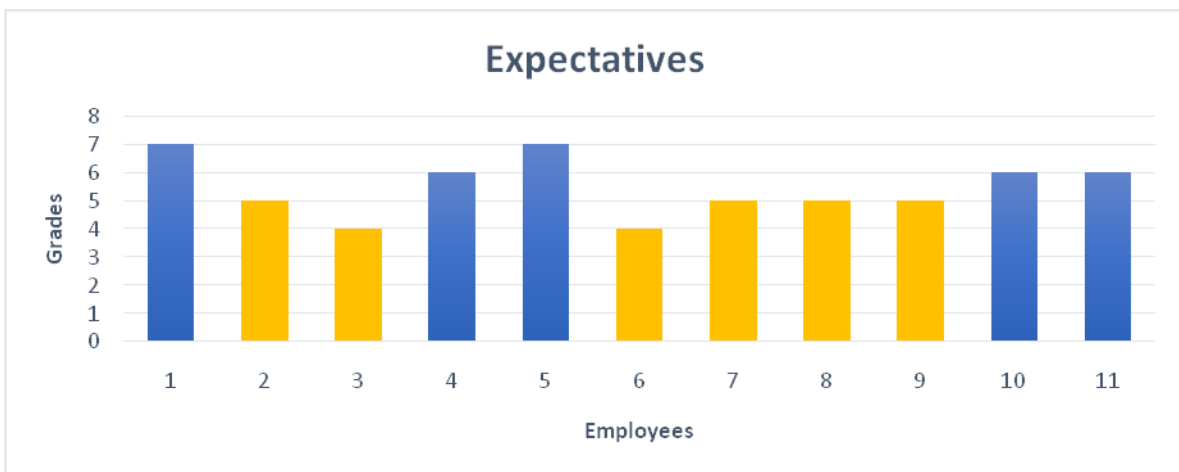
lowest to the negative ones according to the average

ge in table 8.

The bars that are yellow, are the workers who are inclined to negative feelings according to the average. For this scale as in the first, there are only 10 items.



For the final dimension of wellbeing (expectative) there are 22 items, in this as in the previous scale, those with lower scores are more affected emotionally.

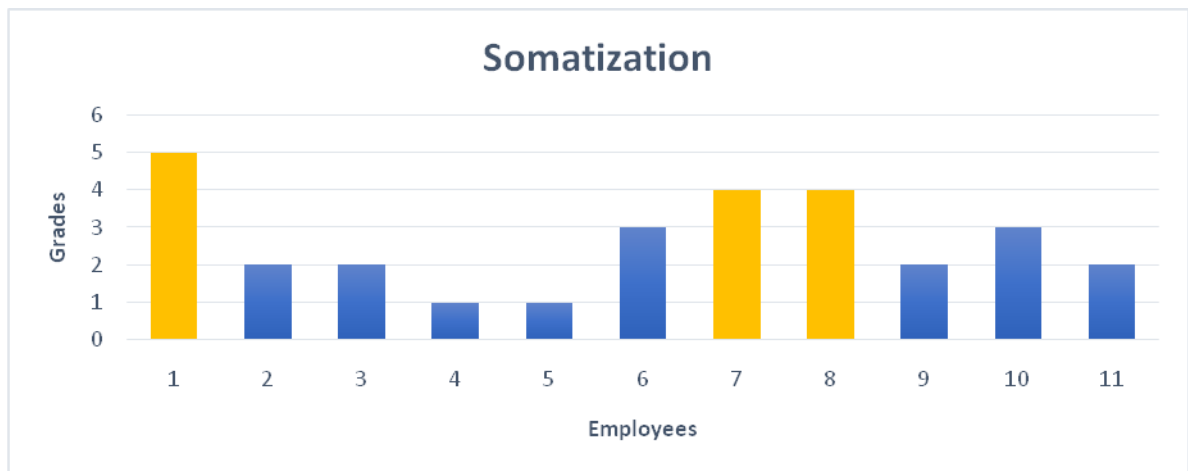


For the other dimension which is side effects, in difference to the first dimension (psychological well-being), it measured by Likert scale and the greater the score, the negative impact it is.

Table 8. Average of each of the 3 dimensions evaluated by the labor welfare questionnaire

Scales	Factorial Puntuation (Average)
SOMATIZATION	2.58
WEAR	3.38
ALIENATION	2.34

For the first scale, there is 5 items and are about health, those that are above the



average are the employees that have the greatest impact.

The second scale is linked to the first and consists of 4 items, in the same way the higher the average the greater the impact of mental and physical exhaustion of the employee.



The final dimension has 4 items and its related to the feelings of the employees, the higher average in contrast to the average of the dimension, the worst are the feelings.



According to the results obtained and the analysis made, the seventh employee is marked in yellow in all dimensions, which indicates that he/she is definitely affected and is not comfortable with his work environment as it affects him/her personally. The employee nine also present a high number of repetitions, which indicates that he/she neither feel comfortable with their work but in a lower level than the seven. Correlating these two employees with the demographic data, we can highlight that both has an age range of 31 to 35 years, are married, one without

children and the other with one. The first is not considered by himself or herself as a candidate to be a high potential and both has more than three years working for the enterprise.

Regarding the responses of the second burnout questionnaire, this is divided into three factors which have been mentioned previously and are exhaustion, depersonalization and unsatisfied. These three factors are classified in four phases; these phases indicate which is the first response in terms of facing the stress.

Table 9. Process of the Model of Leiter and Maslach (1988) in a Table of Combinations of high and low Values

Factors	Phase 1	Phase 2	Phase 3	Phase 4
Exhaustion	Low 1	Low 1	High 3	High 3
Depersonalization	Low 1	High 2	Low 1	High 2
Unsatisfied	Low 1	Low 1	Low 1	High 2
Sum	3	4	5	7

According to the averages obtained in each of the factors that qualifies the instrument, the scores and the phases in which the employees are identify were obtained.

Table 10. Average of each of the 3 dimensions evaluated by the burnout questionnaire

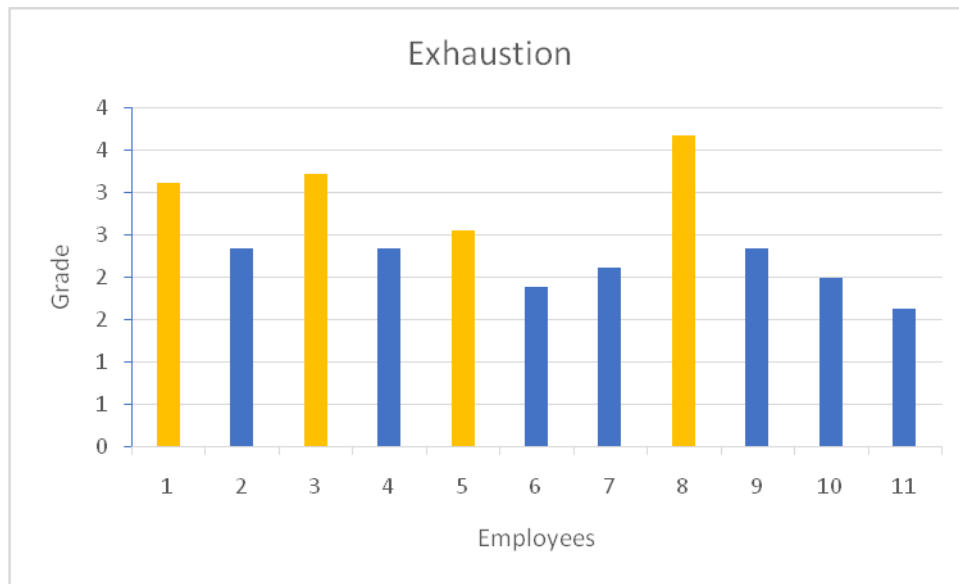
Factors	Factorial Puntuation (Average)
EXHAUSTION	2
DESPERSONALIZATION	4
UNSATISFIED	1

The first factor that is exhaustion, consists of 9 items and the average for this scale is 2, those employees who exceeded this average are those who are mostly

affected and the graph are colored orange. This feeling of negative character is composed of cognitions, emotions and attitudes towards work, people and the same work role due to chronic work stress.

Table
Results

11.
of the



exhaustion dimension of the burnout instrument

The second factor that is depersonalization, consists of 9 items and the average for this scale is 4, those employees who exceeded this average are those who are

mostly affected and the graph are colored orange. The depersonalization is manifested by anger, impersonal and negative attitudes towards other people, cynicism and the dehumanized way to treat the others.

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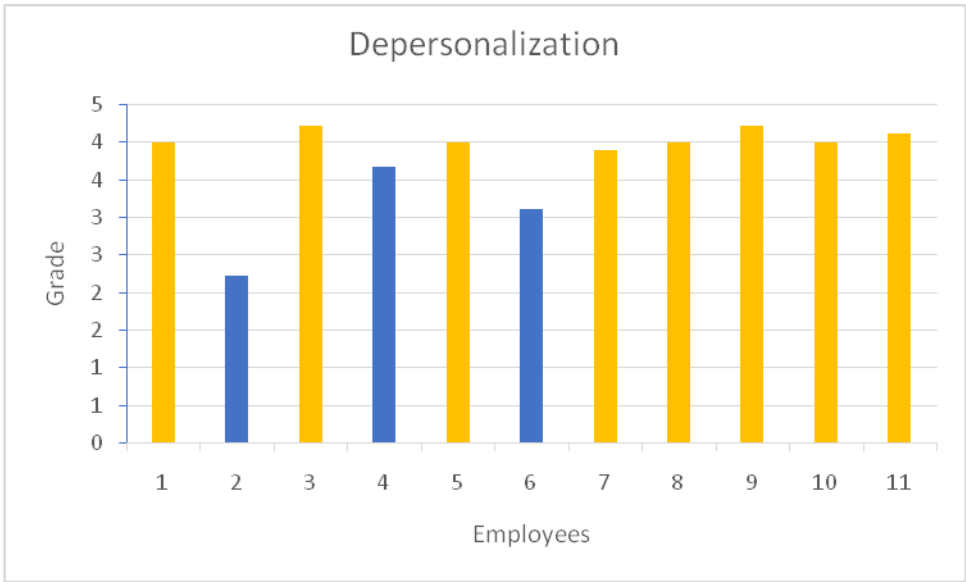


Table 11.
Results of the
exhaustion
dimension of
burnout
instrument

The third factor that is in unsatisfied, consists of 12 items and the average for this scale is 1, those employees who exceeded this average are those who are mostly affected and the graph are colored orange. This factor refers to negative reactions towards oneself and work, this affects the ability to perform work and the relation towards other people.

Table 12. Results of the unsatisfied dimension of the burnout instrument



The results obtained through these three factors and their relationship with the table of Leiter and Maslach, we can identify the employees according to the burnout phase they are.

Table 13. Results based on the model of Leiter and Maslach (1988) high and low Values according the answers of the employees

	EXHAUSTION	DESPERSONALIZATION	INSATISFACTION	PHASE
<i>Employee 1</i>	HIGH	HIGH	LOW	-
<i>Employee 2</i>	LOW	LOW	HIGH	-
<i>Employee 3</i>	HIGH	HIGH	HIGH	PHASE 4
<i>Employee 4</i>	LOW	LOW	LOW	PHASE 1
<i>Employee 5</i>	HIGH	HIGH	LOW	-
<i>Employee 6</i>	LOW	LOW	LOW	PHASE 1
<i>Employee 7</i>	LOW	HIGH	HIGH	-
<i>Employee 8</i>	HIGH	HIGH	HIGH	PHASE 4
<i>Employee 9</i>	LOW	HIGH	HIGH	-
<i>Employee 10</i>	LOW	HIGH	LOW	PHASE 2
<i>Employee 11</i>	LOW	HIGH	HIGH	-

According to these results, we can analyze that employees 4 and 6 are in phase 1, employee 10 in phase 2 and employee 3 in phase 4 that is the highest. In terms of

age, the 5 employees who claim to be in a phase, represent different ages, as well as civil status and time working in the company, this makes that there is not existence of any pattern. What is important to mention is that 5 of 11 employees presented having the syndrome, which should alert the company to know that something is not right regarding the physical and mental well-being of the workers.

2.3.2.3 Gamification phase

Results of business game “Development of High Potential”

Question: What should you do (or what can you do) in the organization to ensure that employees develop their internal potential (high potential) for the development of the organization?		Question: What should you do in your organization (or under what conditions) to constantly develop and realize your inner potential (high potential) for the benefit of the development of the organization?	
N	Proposals of Managers	N	Proposals of Employees
1	Provide an opportunity to submit new products / services that are not included in the traditional company's product line with preliminary training	1	For new employees: a) Training; b) Client's reserve (group of clients, who is not so active – to reactivate them)
2	Holding an idea contest among employees followed by a reward for the best ideas	2	Once time in the month – contest of the best project – choosing of the best – realization – prize for realization in material and non-material form
3	Collective viewing of motivational videos followed by a discussion		
4	Diagnostics of abilities of the workers which are not connected directly with work with the subsequent their use in work		
Common solution			
All proposals were admitted by both managers and employees			
Additionally: a) To organize the training of employees by training needs; b) To introduce new requirements, orders, innovations after joint discussion between managers and employees; c) International corporate social media for training and development of high potential; d) to impact “Management by Objectives”			

Results show, that all points, concerning the High Potential development in the company is shared by both managers and employees. In the business game the managers of the employees separated and each one answered a series of questions corresponding to the topic of high potential. These questions highlighted the knowledge and interest that managers and employees had in the program. After a space of around 40 minutes, both employees and managers met to discuss the different points of view they had on the subject.

3. Proposal

Three instruments were applied to identify if the burnout syndrome exists in the company and to measure the labor welfare, in the same way a series of questions were asked about the high potential program and the knowledge and acceptance that it would have. The main reason to carry out this study is to implement a program of high potential that allows to reduce the levels of burnout in the four employees that present it and to generate a more effective work environment. Three proposals will be developed in response to each of the instruments applied.

High Potential

The high potential process is more complex and requires precise attention to be carried out. Special tools are needed to select high potential leaders. The first step is to create a plan for the future in which the main managers of the company visualize how far they want to go with the program and identify the main job positions that apply to this program. The high potential program must be adapt to the company's policy, the objectives, purposes, priorities, needs and requirements. It is recommended to create a committee made up of HR managers and staff to work together to exchange opinions on leadership, processes and supervision that should be carried out.

Then it must define the profile of a potential employee, establish the criteria and attributes that must meet; *motivation for leadership, social intelligence, speed of thinking, critical thinking, opening to change, proactive, analytical thinking, communication, open mind, trainability*(ECOPSY, 2016). The idea is that the process starts from the recruitment process, select employees who can become effective managers, Energostal is a company that does not have a head count in motion, that is why its beginning can start from the workers who work in that company. It is very important the participation of the heads in charge at all levels because this program must go in the same direction, so that potential potentials can be chosen and the tools to evaluate them can be defined. It should be noted that these parameters must be aligned with the philosophy and vision of the company, since it is a program created by the same company and that is why it must be identified.

In the third step, once the high potential profile has been defined, the different assessment methods must be identified. There are several types of assessment but a new process is popular and is called "buddy approach", this technique is that the leader or manager chooses his own employee high potential according to the

selection criteria, and he is responsible for guiding him in the development process so that it becomes the best. In the same way there are other types of assessment such as the most popular 360-degree feedback, or 9 box grid (Hudson, 2018).

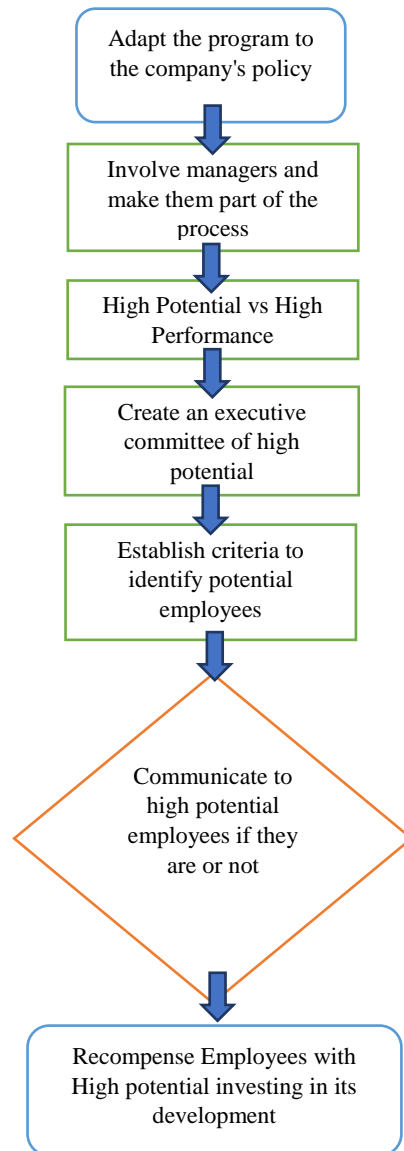
For the fourth step, once the criterion for measuring the high potential employee process has been defined, candidates can be nominated and counseled in a more specific manner. It is important not to confuse initiative with potential, since the initiative includes motivation and attitude, but the potential goes beyond that, includes intellectual and psychological characteristics that complement the profile. Almost all employees with high potential are also employees of high performance but it's not always like this (Hudson, 2018).

The vast majority of companies face the decision of whether to notify employees that they are candidates for high potential program or not to notify them. The decision taken by the company may bring advantages or disadvantages, one of these is that by knowing it the employee can associate the high potential status with an ascent which does not always happen. An advantage is that by classifying them as a special group, the motivation increases and allows for the best possible performance.

Talent theft is a reality that companies face, usually the potential employees are the most quoted in the market. The most efficient strategy to retain them is not to offer a high salary, it is to invest in their knowledge since this generates a feeling of engagement as well as benefiting the company. Remuneration as a package that includes superior benefits, benefits, remuneration, job stability, good work environment and growth opportunities (Hudson, 2018).

Diagram of the High Potential Program





Source: Diagram created by own source based on Hudson 2008

BURNOUT AND WELLBEING

It is important to mention that burnout generates losses for the company on a personal and organizational level as it decreases the capacities of the employees. However, there are strategies that the company can use to stop the syndrome.

According to the results of the burnout instrument, four employees have burnout syndrome, and that is why several proposals will be presented below so that Energostal can choose the one that best suits their company.

There are three types of strategies, those that are individual and relate to personality and psychological abilities; the cognitive one that allows to understand the problem solving it with the most apt resources and finally the behavioral one, that part of the own will to be able to control itself and to act with emotional intelligence (Dominguez, E. 2015)

Proposals	Description	Strategy
Physical Exercise	Is the most effective tool to combat stress as it regulates blood pressure, releases endorphins that allows you to feel happiness,	Giving employees discount cards for gym registrations is a very good technique to encourage exercise. Allowing schedule flexibility to attend classes in the same way is another technique
Relaxation Techniques	This type of breathing allows oxygen to reach the entire body in an appropriate manner and generate a decrease in anxiety.	Providing employees with a rest space is important, to clear their mind and get away from the tension that can sometimes be generated. This space seeks to be a place of comfort and meditation

Encourage Companionship	Good social relationships at work are a key factor in generating a good work environment,	Celebrate the birthdays of employees, celebrate commemorative dates either outside or inside the company
Do not prohibit employees from reviewing social networks	Although this can mean a waste of time for the company, many times the visit to these networks can help to reduce the levels of stress especially if you work with millennials. This restriction today is not innovative.	If you want to attract young talent, you can even motivate and encourage the team to write and publish on positive issues or laugh at situations that generate stress in the company
Flexible Schedules	The fixed schedule is not efficient since it promotes traffic in big cities. Having flexible schedules, it is easier to have balance in terms of family and work life	Employees can set their schedules according to their needs, the Human Resources area must coordinate this program and implement it not necessarily every day, you can even choose the days when there may be flexibility of schedule

		according to the demands of the company
Good Nutrition	The food influences our behavior in the same way in our health.	It is very common that because of the rapid way of life, the food in the employees is not adequate and affects their health and productivity. The service of a nutritionist in the enterprise as a compensation who can provide important information or take the diet of some employees, will generate a sense of engagement on their part.
Emotional intelligence workshop	According to Daniel Goleman, emotional intelligence are a set of skills, attitudes, abilities and competences which determine our behavior.	An emotional intelligence workshop given by the company as training, will help to prevent or counteract this syndrome.

Source: Own elaboration based on Burnout, estrategias de afrontamiento y prevención en trabajadores sociales (2015).

Work Plan

A work plan is elaborated with the strategies that will allow to reduce the levels of burnout mainly in the four workers affected, this will also have a positive effect in

Number	ACTIVITIES	July	August	September	October	November	December
1	Physical Exercise. Provide a membership of discounts or flexibilize the schedule to those who attend the gym	X					
2	Relaxation Techniques. Five minutes before and after starting the job		X	X	X	X	X
3	Encourage companionship. Organize activities out of the work at least once per month			X			
4	Do not prohibit employees from reviewing social networks. Suspend blockages if there				X		
5	Flexible Schedules					X	
6	The service of a professional nutriologist			X	X	X	
7	Emotional intelligence workshop						X

terms of well-being.

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